

STATE OF SOUTH CAROLINA
OFFICE OF GENERAL SERVICES
MATERIALS MANAGEMENT OFFICE
1201 MAIN STREET, SUITE 600
COLUMBIA, SOUTH CAROLINA 29201

Contract Amendment #4
June 29, 2004

Contract is hereby modified to add the SCEIS Finance Business Blueprint Statement of Work. Details outlining the scope of work are stated in a separate document. The total value of the contract has been increased by a not to exceed amount of \$1,875,000.00.

Solicitation : 01-S3644

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Description : MULTI-AGENCY TERM CONTRACT FOR FINANCIAL MANAGEMENT
SYSTEM

Agency : MULTI AGENCY TERM CONTRACT
SOUTH CAROLINA

Awarded To : BEARINGPOINT
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Evaluated Amount : \$30,000,000.00
Total Potential Value: \$30,000,000.00
Contract Number : 01-S3644-A7283

<u>Item</u>	<u>Unit Price</u>	<u>Total Price</u>
000001	\$30,000,000.00000	\$30,000,000.00
Agency Req.: 9999999 1		

Information Technology Management Office
Buyer: Bruce W. Breedlove, CPPB

Bruce W. Breedlove



**FINANCE BUSINESS BLUEPRINT
STATEMENT OF WORK**

**State of South Carolina
South Carolina Enterprise Information System**

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Appendix I – Listing of Proposed Workshops

I. PROJECT BACKGROUND

STATE CONTRACT REFERENCE

This Statement of Work appends to the Master Services Agreement dated October 18, 2001 and identified as 01-S3644-A7283 between the State of South Carolina and BearingPoint, Inc. and is subject to the terms and conditions of that agreement, as amended.

IMPLEMENTATION AT THE DEPARTMENT OF MENTAL HEALTH

In 2000 and continuing into 2001, the Office of the Comptroller General, the Budget and Control Board, and the Department of Mental Health issued a request for qualifications (RFQ) and a request for proposals (RFP) to select a vendor or team of vendors to provide a statewide enterprise resource planning solution, which includes implementation services and document imaging software. The State selected SAP R/3 as its enterprise resource planning solution with BearingPoint (formerly KPMG Consulting) as its implementation consultant and Team IA as the document imaging provider. A pilot project to automate the financial and procurement processes for the Department of Mental Health began in late 2001 and successfully went live on November 1, 2002. This pilot project was the initial initiative of the South Carolina Enterprise Information System.

SOUTH CAROLINA ENTERPRISE INFORMATION SYSTEM BUSINESS CASE STUDY

OVERVIEW

To fully evaluate the merits of an integrated statewide implementation, the State asked BearingPoint to conduct a return-on-investment (ROI) analysis and prepare a Business Case to document the expected costs and savings. The BearingPoint team surveyed 74 state agencies, boards, and commissions; interviewed dozens of government executives; identified the best practices of other states; and analyzed the costs of various options for moving forward. The report summarized the results of the analysis and was presented by the Comptroller General and Executive Director of the Budget and Control Board as the beginning of the plan for implementing SAP statewide.

ROLLOUT PLAN

Through discussions with the SCEIS Oversight Committee, evaluations of pros and cons, and discussion with individuals involved with the rollout and implementation of SAP in other state governments, the SCEIS defined the implementation plan as a multi-year rollout of functionality. The functionality would be subdivided within 3 primary areas, including Financials, Human Resources/Payroll, and Budget Preparation. The agencies would be divided up into 3 groupings for each of the Financial and Human Resource/Payroll rollouts. All agencies would be involved in the Budget Preparation rollout. Central agencies would be included in the first or an early rollout initiative. The implementation plan would follow a phased 4 to 5-year schedule.

Prior to the rollout of each primary area, the State project team (which includes support and participation from the agencies) would develop a Business Blueprint. These blueprints would provide a common statewide business model for implementing SAP in all agencies. The initiatives and rollout waves have been defined based on discussion and review of agencies type, agency size, and similarity of agency systems. The results of the discussions and review enabled the Business Case project team to identify a practical approach to implementing the functions and agencies over a period of time.

The business case study defined a high-level project scope and projected a total implementation budget of \$62.8 million. This budget included hardware, software, training, and implementation and configuration costs. BearingPoint and the State are committed to implementing the SCEIS within this budget. We understand the overall budget situation in the State and the importance of completing this project within the high-level budget defined in the business case study. Together, the State and BearingPoint will conduct a formal quarterly budget review to identify budget impacts identified as part of the business blueprint process. BearingPoint will not take any action that will cause the project to exceed the projected budget without the State's knowledge and approval.

II. SCOPE OF WORK

OVERVIEW

The first initiative will support conducting a Business Blueprint for Financials. (Note: Separate Business Blueprint initiatives will be conducted for Budget Preparation and Human Resources/Payroll.) The Business Blueprint will entail a review of the business processes and functions performed by the State of South Carolina agencies supporting their financial management. A listing of specific workshops will be developed and scheduled to allow the team to focus on individual business processes. Each process will be reviewed in detail to understand how the State envisions implementing a new process or how the system will replace steps in an existing process. Specific requirements for configuring the new system will be reviewed in detail during the workshops and documented. The documentation from the workshops helps to form the Business Blueprint deliverable.

Workshops will be centered on specific business processes within each functional area. Specific workshops will cover topics in the financial functions such as general ledger, accounts payable, and accounts receivable and drill down into the detail specifications and requirements within the area (e.g. What information is available and will be maintained for each customer record? How should "Fund" values be numbered? What are the details to establishing a new grant?). Each of these topics will be covered in a workshop or subdivided into follow-on workshops. Workshop minutes, design considerations, decisions reached, and other information distributed or discussed during each workshop will be posted to a project team repository for review by agencies and other members of the SCEIS project team. It is expected that the documentation will be posted within 2 business days of the meeting. Agencies and other parties will have 3 business days to express comments or concerns on the decisions reached and considerations. The documentation produced from the workshops will be used in the development of the Business Blueprint. The Business Blueprint is a "guide book" to the configuration of the system that will be completed in the Realization (implementation) initiatives.

In addition to the blueprint workshops, the project team will prepare and manage a survey and review process of the existing systems used by the state agencies for financial and procurement activities. A template will be developed and the survey completed online (to the extent possible). Upon receipt of the information, the project team will review the systems with the assistance of the agencies to identify duplicative or redundant systems that are candidates for replacement by

the SCEIS, and identify systems that will continue to be maintained by the agencies and interfaced to SCEIS.

FUNCTIONALITY SUPPORTED

The Finance Business Blueprint initiative covers many functions found within a financial management system. The functional areas identified includes:

- System-wide
 - System Administration
 - Organization Hierarchy
- Finance
 - General Ledger
 - Accounts Receivable
 - Accounts Payable
 - Asset Accounting
 - Budgetary Controls
 - Controlling (Cost Accounting)
 - Grants Management
 - Project Accounting
 - CAFR Year-end Close
- Travel Management
- Purchasing
 - Purchase Requisition
 - Invitations to Bid
 - Purchase Orders
 - Inventory Management
- Treasury Management
- Cross-Functional Areas
 - Document Imaging
 - Workflow
 - Business Warehouse

SYSTEM ADMINISTRATION

System administration includes the functionality required to support the implementation and control of system security, the processing of interface batches to and from the SCEIS, as well as addressing accessibility requirements for Section 508 of the Federal Rehabilitation Act.

ORGANIZATION HIERARCHY

Organizational hierarchy includes the ability to maintain structures at the appropriate levels to support business processing and reporting requirements. Decisions on how the structures will be established and the appropriate levels will be made early on in the project and funnel down to each of the primary functional areas (Funds Management, Controlling, Purchasing, etc).

GENERAL LEDGER

The implemented general ledger functionality will begin with the validation and establishment of the chart of accounts. The general ledger functions will include the configuration and creation of other financial ledgers to support compliance with GASB financial reporting through the Special Purpose Ledger (SPL). The SPL is an integrated financial ledger and receives updates simultaneously as transactions post and update the general ledger. Basic general ledger transactions implemented in this initiative include the processing of one-time and recurring general ledger postings, establishment of templates, and execution of standard financial reports.

ACCOUNTS RECEIVABLE

Cash receipting functions will be supported by direct entry of documents into SAP as well as interfaces from other cash collection systems. Accounts receivable sources will be reviewed and identified during the blueprint process along with any business rules that need to be put in place or enforced to support write-off's, late fees, interest, etc. Many accounts receivable items will continue to exist in subsidiary systems. These systems and the need for an interface into SAP will be reviewed during the workshop sessions.

ACCOUNTS PAYABLE

Invoice processing to support the payment of goods and services that are required from either a purchase order or direct invoice will be reviewed. General payment and automated rules for automatically maximizing vendor discounts will be defined. Functionality to support departmental 2- and 3-way matches for

accounts payable along with the adoption of the statewide vendor file master will be addressed.

ASSET ACCOUNTING

Asset accounting functions within SAP will provide for the acquisition and disposal of assets, tracking and recording of asset depreciation, and generation of asset inventory information. Assets can be captured at the point of requisition or added later in the process. Depreciation criteria will be attached to the asset along with details supporting the asset (manufacturer, location, serial number, etc). Asset groups and categories will be created to assist in financial reporting needs.

FUNDS MANAGEMENT (BUDGETARY CONTROLS)

Budgetary controls will be established in the Funds Management module of SAP. Establishing budget controls will include making the necessary configuration settings to meet the State's budgeting requirements. The development of master data and the appropriate system settings will be designed to control the State's budget at the desired level of detail and include the necessary tolerance limits to effectively control the budget.

CONTROLLING (COST ACCOUNTING)

Controlling functionality provides the ability to capture and budget organizationally or by orders within SAP while at a lower level than the budget as approved, adopted and controlled at a statewide level. This will allow agencies to manage and control budgets at a level they deem appropriate. Additional controlling functions allow for the formulation of a plan and to maintain multiple versions of the plan.

GRANTS MANAGEMENT

Functionality supporting the recording of grantee applications, the status of the application, detail grant budgeting, billing for grants, and grant planning will be addressed during the Business Blueprint. The process will also address Grants Management specific workflows, indirect and overhead costs, and grant closeout procedures.

PROJECT ACCOUNTING

Project accounting will be managed through the use of various accounting elements and functions within SAP. Project accounting can be managed through

the use of projects within SAP under Project Systems and optionally through the use of Orders within the Controlling functionality. Based on the level of detail managed and use of advanced project management functions, one solution may have a better fit. The project team will review the requirements of the agencies for project accounting and provide guidance as to whether the Order or Project System functionality will be best suited for the needs of the agencies.

CAFR YEAR-END CLOSE

Year-end close provides the ability to roll balances forward from the balance sheet as well as closing nominal balances to equity accounts. The year-end closing process also includes identifying how outstanding commitments and budget balances are treated within the system. The year-end close functions cover many of the application areas (including Purchase Orders, Purchase Requisition, Accounts Payable, Accounts Receivable, and General Ledger). Other reporting functionality to support preparation of the CAFR includes the identification of financial statement versions and reconciliation reports.

PURCHASE REQUISITION

Procurement functionality to support preparation of requisitions for the procurement of commodities and services will be available. Workflows and imaging requirements supporting the approvals and processing of purchase requisition transactions will be reviewed during the Business Blueprint activities.

INVITATIONS TO BID

Invitations to bid based on specific state procurement policies will be reviewed during the Business Blueprint. The invitation to bid functionality will allow for the State to solicit bids for purchase requisitions and award the solicitation to the appropriate vendor as determined by the State. Workflow and imaging will be reviewed with this function to determine appropriate requirements.

PURCHASE ORDERS

Purchase order transactions generally serve as the request for the procurement of goods or services. SAP provides multiple types of purchase order documents that can serve as a standard purchase order or blanket/framework types of purchase orders. Vendor registration requirements and the applicable year-end tax reporting will be addressed in the Business Blueprint sessions.

INVENTORY MANAGEMENT

Inventory management functions will allow for the receipt into stock inventory items purchased through purchase order functions as well as the issuance of inventory from stock to specific organizations and cost accounts. A standard business process will be developed and configured to support the implementation of inventory at all inventory locations. Functionality to support physical inventories and transfers of inventory between warehouses will be included in the Business Blueprint.

TREASURY MANAGEMENT

Functionality to support cash, investment and debt management is included within the Treasury and Corporate Financial Management functions within SAP. The functionality supported within SAP will be reviewed along with the requirements of the State Treasurer's Office. The Business Blueprint will also aid in identifying the means for cutover of specific State Treasurer's applications.

CROSS-FUNCTIONAL AREAS

Several functions within the new system and environment serve to benefit the entire solution and not a specific functional area. These have been defined as 'cross-functional' areas and will be addressed within each blueprint. The areas include:

- Document Imaging
- Workflow
- Business Warehouse

DOCUMENT IMAGING

Document Imaging includes the review of the types of documents within each workshop that could be candidates for imaging. The imaging review also includes the review and validation of the technical architecture of the imaging solution and its ability to scale for statewide purposes. The document imaging solution will be integrated with SAP and has been awarded to Team IA as part of the ERP solution. The integration points will be reviewed in detail within the Business Blueprint. The following types of documents may be areas to which storage using the IA Suite would be beneficial. These examples include:

- Supporting JE data
- AP vendor invoices

- Purchasing contracts information
- Vendor signed documents
- Grant applications
- Grant award letters
- Project authorizations

WORKFLOW

Within each Business Blueprint workshop, the project team will discuss the flow of documents and the necessary approvals for the posting of financial system transactions. The workflows will be summarized within each session and included within the Business Blueprint. Standard workflow configurations will be sought for each type of transaction so as to minimize the excess approvals often found in legacy processes. The Office of the State Auditor will participate in these workshops to ensure conformance to mandated controls.

BUSINESS WAREHOUSE

Business warehouse functionality will be addressed during each Business Blueprint. SAP contains a number of standard infocubes (pre-defined database formats) as well as infosources (programs for the creation of the cubes). The standard infocubes will be reviewed for applicability. Additional infocubes will be identified and prioritized by the SCEIS project team. Opportunities for business warehouse data may include information in the following areas:

- Legacy system financial data
- Cost center activity
- Fund activity
- General ledger activity
- Detail accounting transactions
- Detail purchasing transactions
- Vendor performance
- Grant reporting

BUSINESS BLUEPRINT WORKSHOPS

Workshops to support the financial functions above will be identified and scheduled by the SCEIS project team. Each workshop will represent a subset of the requirements and functions of the area and will be scheduled to require a 2-4 hour commitment for each participant.

A draft list of the workshops areas has been developed. Upon finalizing this initial list of workshops, certain workshop topic may be combined and others broken out further than identified. It is also expected that as the workshops progress, additional workshops will be required in order to cover some unidentified topics. Topical areas within the functionality being reviewed will be added within the scope of this Statement of Work. Should the number of additional workshops become excessive or topics arise that appear to be outside of the scope of this Statement of Work, the project management team, Enterprise Application Support team and the SCEIS Oversight Committee, as appropriate, will make a determination on whether to continue the additive workshops. These additional workshops when identified and determined will be scheduled and communicated to all participants through the standard communication process. The draft list of the workshop functional areas and workshop topics are included in Appendix I.

STANDARD REPORTS

Specific functional area reporting will be discussed and reviewed within each of the Business Blueprint workshops. The project team and participants will review the reporting needs and identify the standard SAP reports that they recommend as a statewide solution. Where standard reports do not meet the needs of the workgroup, the reporting requirement will be identified and reviewed for development as part of the implementation activities. At that time, a decision to utilize Business Warehouse or to have a custom report developed in SAP will be made.

INTERIM PROCESS AND SOLUTION WORKSHOPS

Based on the proposed timeframe for the implementation of the SCEIS solution, legacy applications both at a statewide level and agency level may be required to continue until fully replaced. Workshops will be scheduled to address interim solutions and processes until the complete SCEIS becomes operations. Examples of the types of interim solutions and processes that will be reviewed and addressed during the Business Blueprint include:

- Interfacing the statewide legacy payroll system to the new SCEIS
- Processing employee travel payments in consideration of the data required to be captured and maintained

METHODOLOGY AND APPROACH

ASAP

The project team will use the SAP implementation methodology AcceleratedSAP (ASAP) to conduct and manage the project. The methodology provides for a framework for tracking business requirements, managing configuration needs for implementation, and providing templates for usage in standard documents and processes. The toolset provided by SAP for usage with the methodology will be a combination of ValueSAP and Solution Manager. ValueSAP is a client-server based solution that allows for the management of the projects implementation consideration, issues, and configuration discussions. SAP has begun the process of migrating from the client-server application (ValueSAP) to a core SAP product, Solution Manager. Initial releases of Solution Manager did not contain all the functionality maintained in ValueSAP. The project team will review the state of Solution Manager upon starting the project to determine whether ValueSAP will initially be used or whether Solution Manager will be used from the start. Solution Manager runs in a separate SAP environment and will be used to manage the Business Blueprint and implementation processes for the Statewide project.

The methodology contained within the toolset has not changed, only the tools used are changing. The methodology identifies the 5 primary activities for implementation of SAP:

- Project Preparation
- Business Blueprint
- Realization
- Final Preparation
- Go Live & Support

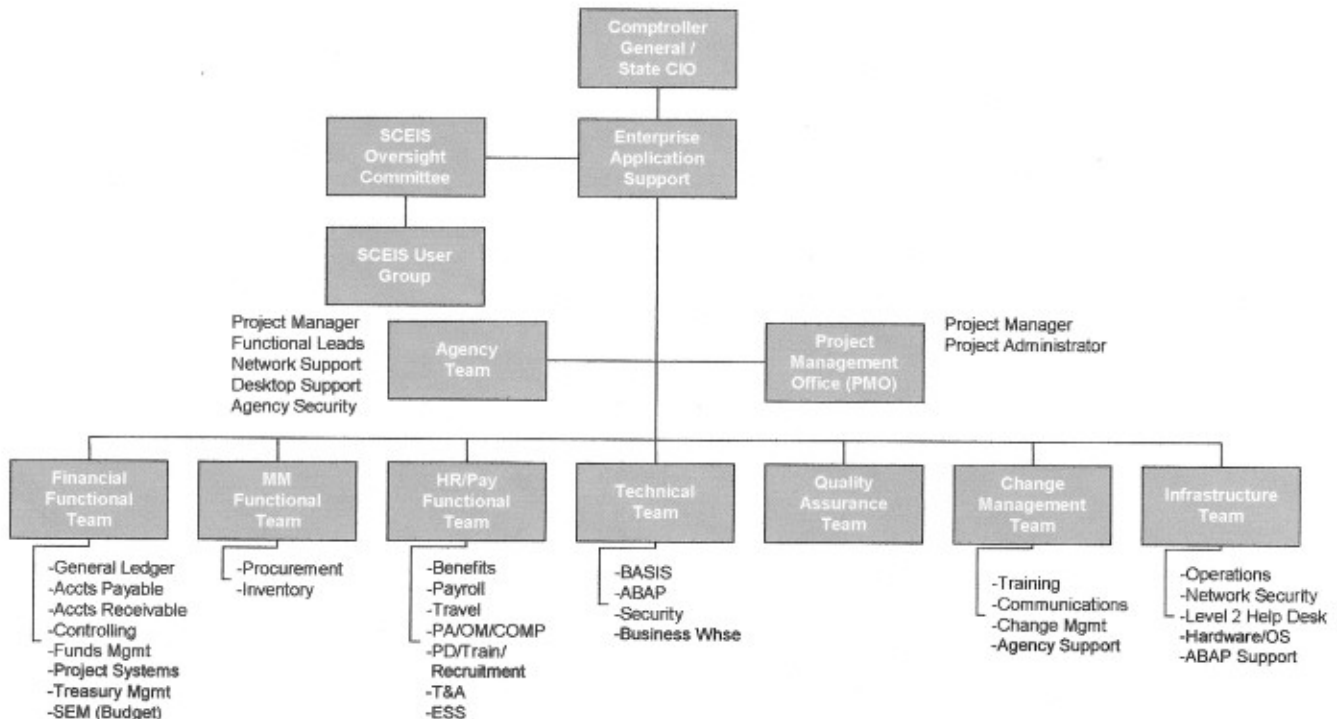
For this initiative, the project team will utilize components of the Project Preparation and Business Blueprint activities in the ASAP methodology. Where possible, the templates used as part of the Department of Mental Health pilot implementation will be used for this initiative as well.

III. PROJECT ORGANIZATION

PROJECT TEAM

The project team for implementation and support of the overall SCEIS solution was defined in the Business Case study. This support structure has been included below. To foster the successful completion of the Finance Business Blueprint, it will be imperative that the State have individuals assigned to the following functional teams:

- Agency
- Financial
- Materials Management (MM)
- Technical
- Change Management
- Infrastructure



PROJECT TEAM ROLES

This section describes the roles and responsibilities for each unit in the above organization chart.

STATE COMPTROLLER GENERAL AND STATE CIO

The Comptroller General and State CIO will serve as the executive sponsors and application owners of the SCEIS solution, assuming chief responsibility for directing the State's SAP rollout and ongoing functional and technical support. They are responsible for the application, its architecture and the supporting software and hardware. The Comptroller General and State CIO will ensure that appropriate State and consultant resources are provided to execute the solution as planned. While they assume the lead role in implementing and supporting this solution, the ultimate owners are the agencies, commissions, and boards that will use the SAP applications to manage their respective core business processes.

SCEIS OVERSIGHT COMMITTEE

The Oversight Committee will guide and coordinate SCEIS from a statewide strategic perspective. It will provide direct executive support for the project, and working with the Comptroller General to assist with acquiring funding, and with the executive and legislative leadership of the State to promote the project. This committee will also work directly with the agency management and the SCEIS User Group to ensure that their interests are being addressed. This committee will be involved in conflict resolution as necessary.

ENTERPRISE APPLICATION SUPPORT

The Enterprise Application Support Team will assume responsibility for daily operation control of the SCEIS. The Enterprise Application Support lead will review deliverables, secure resources, and monitor the status of the project. Each of the functional and technical teams will report to the Enterprise Application Support lead. This lead will have an organizational reporting responsibility to the State Comptroller General.

SCEIS USER GROUP

The SCEIS User Group is comprised of key personnel from State agencies working to assist in the implementation of the statewide SCEIS system. The group will grow as more agencies are converted to the system.

The group performs vital functions by:

- Enabling cross-agency discussions and experience sharing
- Consolidating requirements so that true statewide design decisions are made
- Helping set priorities on changes or enhancements that are requested by different agencies
- Participating in system testing when enhancements or upgrades are made

AGENCY TEAM

Agency teams will be formed as each agency is converted to use the SCEIS application. This team will represent the agency during the implementation process and ensure that agency needs are met and agency departments are successful in learning to use the new system. Agency resources will include a project manager, functional leads, subject matter experts, and agency SAP security administrator. Each agency will also be responsible for its network and desktop PC needs.

PROJECT MANAGEMENT OFFICE

The Project Management Office will include, at a minimum, a Project Manager and Project Administrator. The Project Manager will oversee day-to-day activities of the SCEIS project team and will ensure that project deliverables meet requirements defined in the appropriate Business Blueprint document. He or she serves as the principal liaison to the Comptroller General and the Oversight Committee, and assumes the following responsibilities:

- Define the implementation strategy
- Prepare and maintain the project plan, project budget, and workplan
- Maintain an active role in the integration among the individual teams
- Communicate project status to the State CIO, Comptroller General, Oversight Committee, and SCEIS project team
- Accumulate, document, and propose State policy changes to the Oversight Committee

- Manage the issue resolution process
- Anticipate project deviations and proactively take corrective actions
- Propose or sponsor organizational changes to support the SCEIS project implementation

The Project Administrator (PA) will provide project assistance and management backup to the Project Manager and coordinate project documentation. The responsibilities of the PA include:

- Maintain project team phone and mailing lists
- Maintain project organizational chart
- Maintain project calendar of events
- Perform administrative assignments that support the project efforts
- Maintain repository of project documentation to include:
 - SCEIS project team training plan
 - Schedule of meetings
 - Issue database
 - Documented scope changes
 - Status reports

FINANCIAL FUNCTIONAL TEAM

The Financial Lead has ownership of the process areas and project deliverables, along with day-to-day management, of the financial business areas. The Financial Lead will work with the Project Manager to develop and manage scope, assign and schedule resources, and monitor deliverable progress. The Financial Lead is also responsible for identifying the organizational impacts and requirements of business processes needed to support the organization's to-be vision within the SCEIS system, and for verifying that the SCEIS project team is meeting the State's business objectives.

The Financial Lead may participate in workshops and presentations to validate business processes and SAP solutions with the Comptroller General and SCEIS Oversight Committee as needed, as well as with the end users, in conjunction with the business process and application consultant team members. The

Financial Lead also works closely with the business and technical teams in the design and development of reports, forms, interfaces, and conversions.

MATERIALS MANAGEMENT FUNCTIONAL TEAM

The Materials Management (MM) Lead has ownership of the process areas and project deliverables, along with day-to-day management, of the Procurement and Inventory business areas. The MM Lead will work with the SCEIS Project Manager and agency project managers to develop and manage scope, assign and schedule resources, and to monitor deliverable progress. The MM Lead is also responsible for identifying the organizational impacts and requirements of business processes needed to support the organization's to-be vision within the SCEIS system, and for verifying that the SCEIS project team is meeting the State's business objectives.

The MM Lead may participate in workshops and presentations to validate business processes and SAP solutions with the Comptroller General and SCEIS Oversight Committee as needed, as well as with the end users, in conjunction with the business process and application consultant team members. The MM Lead also works closely with the business and technical teams in the design and development of reports, forms, interfaces, and conversions.

HUMAN RESOURCE/PAYROLL FUNCTIONAL TEAM

Human resources and payroll functionality will be reviewed under a separate Business Blueprint. It is not expected that this team needs to be defined for the Finance Business Blueprint.

TECHNICAL TEAM

The technical team provides Basis, ABAP, security, and Business Warehouse support to the project.

Basis staff is responsible for:

- Configuring, monitoring, tuning, and troubleshooting the R/3 technical environment, including printer and job management, on an ongoing basis
- Performing checks and tasks, and ensuring backups are performed within the technical environment

- Scheduling and executing the SAP Transport System and Computing Center Management System (CCMS)
- Managing the use of and access to the Online Support System (OSS) technical connection
- Managing and executing R/3 installations, upgrades, and system patches

ABAP staff is responsible for:

- Data mapping, design, development, and testing of conversion programs
- Design and development of interface programs
- Development of ABAP custom reports including SAPScript
- Working with the functional teams in the management and documentation of the development activities

The SAP security administrator is responsible for:

- Managing the SCEIS security and authorization environment. The security administrator designs and documents State policies, standards, and procedures for SCEIS user administration profile creation and maintenance. He or she is also responsible for authority management for the associated SCEIS environment for interfaces to other systems.
- Developing and maintaining all user profiles and authorizations defined within the SAP system.

The Business Warehouse staff is responsible for:

- Working with the functional teams to identify and manage the export of infosets and infocubes and any additional data loads.
- Participating, as appropriate, in workshops and presentations to validate business needs and SAP solutions, in conjunction with the business process and application consultant team members.
- Working closely with the business and technical teams in the identification of data requirements, availability of infosets in the baseline, and the need for development of reports and extracts.

QUALITY ASSURANCE TEAM

The Quality Assurance (QA) team is responsible for evaluating the SCEIS projects during all phases and at each deliverable or end of phase. The QA team conducts periodic project reviews assessing:

- Project progress compared to plan and milestone achievement
- Deliverable quality and conformance to the documented approval process
- Acceptance by the State of project approaches and plans
- Evaluation of risk factors related to SCEIS implementation issues

The QA team provides counsel during each of the SCEIS project's phases and an independent view of the project at pre-determined time periods. The QA team will document the phase review findings and provide written communications and recommendations to the agency team, the SCEIS project team, and the Oversight Committee.

CHANGE MANAGEMENT TEAM

The Change Management team is responsible for end-user training, formal change management and communications, and agency support during implementation projects.

Change Management and Communications

The Change Management team is responsible for where and how the implementation of the SCEIS system will affect the State organization and for identifying which jobs and procedures will be affected by the change. Planned workforce transition and regular communications are part of the team's responsibilities. The team is responsible for both internal and external communications regarding the project and the new system. Internally, it informs the various groups of the organization about the change. Externally, it communicates with vendors and other interested parties, as appropriate, regarding the change.

End-User Training

The End-User Training team will work with project management and the functional teams to assess the user population's skill levels, develop the training database, identify required courses, develop training materials, schedule courses, and conduct the training classes. Specific activities in the training area include:

- Managing overall SCEIS training development and delivery
- Managing the scheduling and notification for all classes
- Providing instructors
- Maintaining the training material after each SCEIS phase is complete
- Maintaining the training database to support courses

AGENCY SUPPORT TEAM

The Agency Support team is responsible for working with the assigned agency or group of agencies for a specific implementation project. This team will act as a liaison to help ensure all agency requirements are met, agencies' problems and concerns are addressed promptly, and agency participation remains at adequate levels to help ensure successful conversion to the SCEIS system. The Agency Support team works closely with the functional teams and project management to keep the entire project together throughout the implementation process.

INFRASTRUCTURE TEAM

The central Infrastructure team provides the technical infrastructure that supports the SCEIS system, including all development, testing, training, and production systems.

Help Desk Level 2

The Infrastructure team's Help Desk provides Level 2 assistance to end users or Agency Support team members. Level 1 assistance is the initial contact with and support to SCEIS end users and is provided at the agency level. Level 1 takes the assistance call and logs the request and either resolves the problem or routes it to Help Desk Level 2. Level 2 routes the problem to the appropriate SCEIS central support group. The SAP vendor provides Level 3 help. Tracking of time required to resolve problems is also part of the Level 2 function, as well as tracking to help ensure that all problems are closed.

Network Administration and Security

The Network Administrator is responsible for:

- State network planning, upgrades, and patches
- Monitoring State network performance and resolving any network problems
- Network security

- Network connections to front-end systems, printers, routers, and application and database servers

Data Center Operations Team

The Data Center Operations team manages and operates the Data Center that houses the technical environment in which the SCEIS system resides. It provides operations, job scheduling, backup, and recovery functions, and problem detection and resolution support.

Hardware/Operating System Support Team

The Hardware/Operating System Support team provides technical support for the hardware, operating software, and database software that support the SCEIS application. This team manages technical fixes and upgrades, monitors performance, and works with the Basis team to resolve any performance or technical problems in the overall SCEIS environment.

RESPONSIBILITIES MATRIX

The project will be successfully completed with a strong team effort between BearingPoint and the State. Most project activities will be completed jointly between BearingPoint and State staff. The following matrix provides a summary of the major implementation activities and which group has primary and secondary responsibility for completion. Primary responsibility identifies the organization that retains the ownership of the activity, the identification of issues or problems within the activity, and provides the appropriate resources in order to complete the activity. Secondary responsibility identifies the organization that will participate, provide resources, provide guidance, assist in problem/issue resolution, and aid in the completion of the activity. BearingPoint will provide resources and support for each activity identified below and assist the State in managing to completion those activities where the State has been identified as the Primary Responsible party.

Implementation Activity	Responsibility	
	BearingPoint	South Carolina
Project management	PR	SR
Change management	SR	PR

Implementation Activity	Responsibility	
	BearingPoint	South Carolina
Provide reasonable facility management services and sufficient space for project organization to operate, along with a communication port.	—	PR
Deliverable signoff and acceptance	—	PR
Provide experienced and trained consultants for technical as well as functional areas	PR	—
Issue resolution	SR	PR
Provide experienced and functionally knowledgeable members, as defined in the organization chart, to represent the State	—	PR
Communications testing	SR	PR
Software installation and testing	PR	SR
Configuration of development test, training, and production environments	SR	PR
Maintain development, test, training, and production environments	SR	PR
Business blueprint design	PR	SR
Configuration of SAP	PR	SR
Knowledge transfer	PR	SR
Interact with end users to validate functional requirements	SR	PR
Understand system integration	SR	PR
Data cleansing and purification	—	PR
Security requirements, define users roles, and configure roles and testing	SR	PR
Extract data from legacy systems	—	PR
Develop conversion applications	PR	SR
Reconcile conversion data	SR	PR
Design interfaces	PR	SR
Develop in-bound and out-bound interfaces—SAP	PR	SR
Modify in-bound and out-bound interfaces—legacy	SR	PR
Test interfaces	SR	PR
SAP enhancements	PR	SR

Implementation Activity	Responsibility	
	BearingPoint	South Carolina
Identify reporting requirements	SR	PR
Mapping reporting requirements to SAP standard reports	PR	SR
Systems testing	PR	SR
Services of subject matter experts and solution review	PR	SR
User acceptance testing	SR	PR
Volume and stress testing	SR	PR
End-user training courses and business process procedure documents	SR	PR
Conduct end-user training	SR	PR
Schedule end-user training	—	PR
Web site development and maintenance	SR	PR
Workshop decisions documented and published	PR	SR

IV. PROJECT ASSUMPTIONS

The following items reflect general administrative assumptions BearingPoint has made of the State in order to support an on-site project team. Additionally, we assume the State will provide information technology personnel to maintain the application database, servers, and network.

- The State will provide the BearingPoint Team with full access to the project site including after hours access, week-ends and holidays.
- The BearingPoint Team will complete any required confidentiality or security agreements required by the State.
- The State will provide the BearingPoint Team with office space to accommodate a minimum of 20 project team members, with access to telephones, printers, copiers, and broadband lines.
- The State will provide conference rooms and make training room facilities available through the standard procedures for securing use of the facilities. These facilities should allow for use of projection equipment; access to network resources; and meeting equipment such as flip charts, dry-erase boards, and appropriate markers.
- The State will create user ID accounts required to access applicable networks and systems.
- The project team will be granted VPN access (and a license to the VPN utility as required) to the SAP environment while outside of the project offices. Appropriate forms and security validations will be signed and acknowledged by BearingPoint to secure this access capability.
- The State will set up a project server to host ValueSAP/Solution Manager application environment and other project-related tools. BearingPoint will provide the Division of the State CIO with the specific configuration and sizing details for the ValueSAP/Solution Manager tools.
- The BearingPoint Team has assumed that key members of the project staff (both the State and the BearingPoint Team) will be a full-time dedicated team of resources. Key BearingPoint resources have been defined in chapter VII. *Deliverables and Project Hours* / section *Project Hours* as resources being retained for the project duration ("**"). These include the Project Manager, Change Management Lead, Technical Manager, Finance Lead, FM/Budget Member, MM Lead, and Procurement Member. The BearingPoint Project Director is also a key resource to the project, however he has not been defined as a full-time resource. It is assumed that the State project team peers (to the dedicated team above) will also be dedicated full-time.

- The State will perform end-user desktop deployment and support (including installation of SAP GUI). BearingPoint will assist the State in the development of an application deployment strategy during the Financial Business Blueprint.
- The State will be responsible for any WAN and LAN configuration changes or hardware requirements to meet bandwidth requirements. Adequate WAN and LAN support is critical to the success and support of this project. The State will also be responsible for problem determination, connectivity, and performance problems related to LANs and the WAN.
- The State will provide operating system and database administration personnel to support the application environment.
- The State will be actively involved in managing the impact of organizational change to the agencies from this project. Additionally, tools and templates are available within the ASAP methodology to assist in organizational change management to which the State will have access to utilize should they fit their needs.
- During the Project Preparation phase, the State will be responsible for attending all project meetings and Level 1 project team training.
- During the Business Blueprint phase, the State will be responsible for identifying resources required for Business Blueprint sessions and ensuring that SCEIS project team members attend Level 2 training.

V. TECHNICAL ENVIRONMENT

SAP

It is expected the core SAP environment will be located at the State Data Center in the same manner as the installation of SAP for the Department of Mental Health. Due to potential changes in configuration for the Department of Mental Health implementation, the addition of new functions for the statewide rollout not implemented at the Department of Mental Health, and the possible upgrade of the SAP environment, a new installation of SAP will be required for the statewide rollout. The State staff will be responsible for completing the sizing documentation and the preparation of the technical environment for the installation of SAP. BearingPoint will be responsible for installing SAP with the assistance of the State team members.

In addition to the core SAP environment, the toolset used in managing the implementation activities will be housed on a State server. The server used for the ValueSAP installation may be used for the Statewide Finance Business Blueprint initially. The replacement for ValueSAP is Solution Manager. Solution Manager is installed as a separate SAP environment and has greater flexibility and functionality than its predecessor ValueSAP. Certain components of ValueSAP are still being migrated to Solution Manager. The project team will review the functionality available in Solution Manager and provide a recommendation to the project management on the toolset to be used. It is reasonable that the ValueSAP and Solution Manager tools may be used for separate functions at the onset of the project.

INTERFACES AND EXISTING SYSTEMS APPROACH

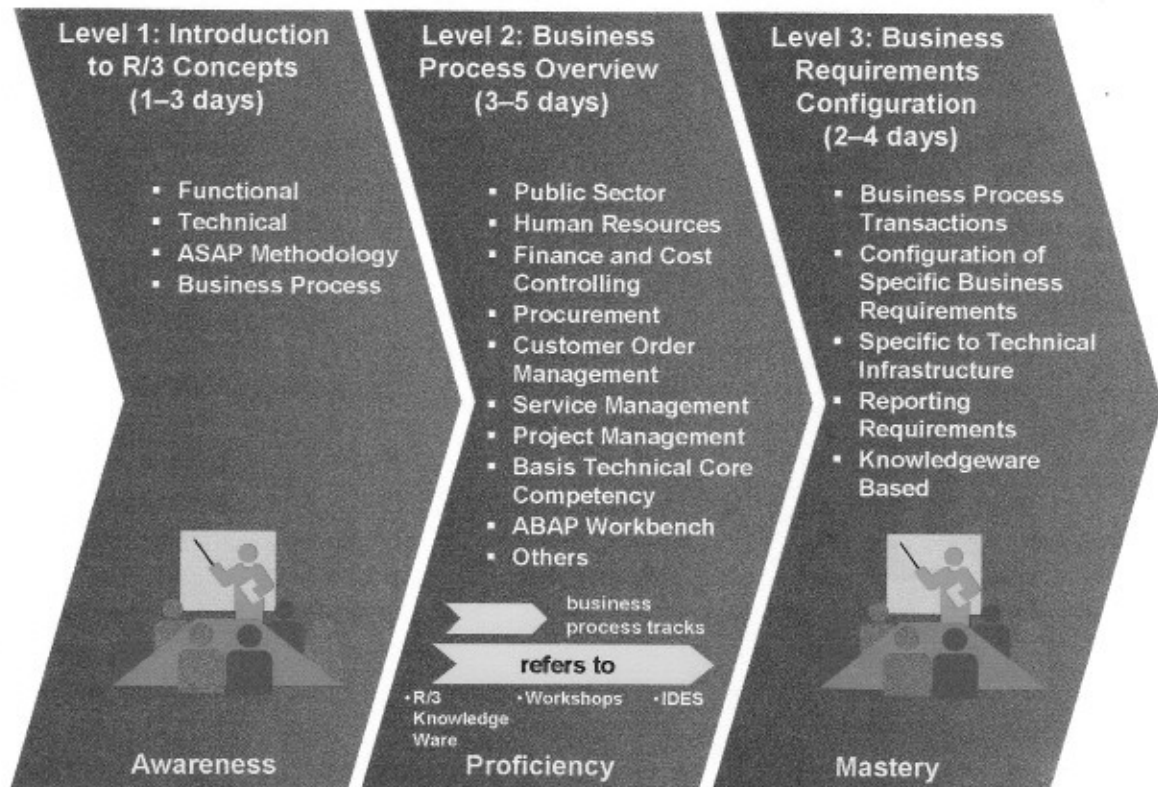
During the Business Blueprint workshop sessions, information on existing interfaces to and from the statewide systems will be reviewed with the participants. A plan for replacement of the interfaces between the statewide systems will be the responsibility of the project team. The project team will also define a process for converting input files from state agencies that send transactions to STARS to be able to translate the files for processing in SAP. This will allow agencies not immediately converting over to the SCEIS solution to temporarily continue to utilize existing interface files and programs. Output files from current statewide systems will be reviewed to determine the best approach as part of the statewide implementation.

VI. PROJECT TEAM TRAINING

OVERVIEW

Fully trained and well-informed project team members are vital to defining the business requirements and configuration of the statewide solution. An overview of the project team training levels is summarized in the graphic below. The project team training plan will be refined during the Project Preparation tasks at the beginning of the Business Blueprint and will identify specific individuals and courses that will be attended. The project team training goal will be to have all courses instructed locally so as to minimize the travel expenses and maximize participation.

SAP TRAINING LEVELS



LEVEL 1

Level 1 (Overview) courses provide an introduction to SAP as well as an introduction to the solutions within each major focus area and are completed at

the beginning of an implementation project. Using the guidance of the ASAP methodology, this training is completed in conjunction with Project Preparation.

LEVEL 2

Level 2 courses provide a business process overview of the various modules and their components. They are focused on core business processes and are designed to build proficiency by giving South Carolina participants the skills needed to apply SAP to their business processes. Most Level 2 courses are 5 days long and should also be taken at the beginning of the project after Level 1. During an ASAP implementation, Level 2 courses should be taken before or during the Business Blueprint step. Level 2 courses will provide knowledge to allow team members to make informed decisions about their business requirements and scope as they relate to SAP capabilities.

Level 2 technical training for developers and programmers teaches the basics of working with the ABAP/4 Development Workbench, and enables effective use of the tools. Level 2 technical training for SAP system administrators (now referred to as Web Application Server courses, the replacement for BASIS) is focused on areas critical to the smooth operation of computer centers (availability and performance) as well as efficient work scheduling and system administration. Participants attending system administration training will also receive a companion multimedia knowledge product that will complement and consolidate information about each subject area for ongoing reference.

LEVEL 3

Level 3 courses are designed for South Carolina project team personnel responsible for the business-oriented configuration of an application. Project team members learn how to configure the SAP application tables to meet the state's specific business rules. Level 3 courses will not be pursued as part of the Business Blueprint unless other business requirements exist (i.e. technical knowledge for system management, security, solution manager, etc).

The following section identifies a preliminary draft of the curriculum that the State project team personnel should attend for each technical and functional area. During the blueprint, the curriculum and participants will be finalized.

COURSE LISTING

For the Finance Business Blueprint project, the courses necessary for the project team include the financial and procurement functional courses as well as specific

technical courses for additional system administrative personnel or security administrators. The course name and duration have been included in the table below. Since these courses are generally overviews, the State may deem it appropriate to have the course onsite to maximize the exposure.

Course	Level	Description	Duration
SAP01	Level 1	SAP R/3 Overview	3 days
SAPTEC	Level 1	SAP NetWeaver: Fundamentals of the Application Platform	3 days
WNAPSF	Level 2	Financial Accounting for Public Service (4.7)	5 days
PLM200	Level 2	Project Management	3 days
CFM030	Level 2	Corporate Financial Management	3 days
SCM500	Level 2	Processes in Procurement	5 days
LO140	Level 2	Processes in Logistics Execution	3 days
SRM200	Level 2	Enterprise Buyer Overview	2 days
BC400	Level 2	ABAP Workbench Basics	5 days
ADM100	Level 2	mySAP Technology Administration	5 days
BIT600	Level 2	SAP WebFlow - Concepts, Inboxes, Reporting and Template Usage	2 days
ADM940	Level 3	SAP Authorization Concept	3 days
SMI310	Level 3	SAP Solution Manager	3 days
WUS920	Workshop	IS-PS US Fund Accounting Workshop	2 days

BearingPoint will work with the State during preparation of the training plan to identify specific courses and individuals to attend project team training. Prior to the scheduling of SAP courses, the State will review the individuals to be trained, the timing of the training, the associated cost for the training courses, and coordinate the scheduling of the courses with the appropriate SAP personnel.

VII. DELIVERABLES AND PROJECT HOURS

DELIVERABLES

The Accelerated SAP (ASAP) implementation methodology defines the deliverables that the project team will develop over the life of the project. The methodology also provides accelerators to assist the project team and help ensure consistency across implementations. The two types of deliverables we will produce are major deliverables and work products. When a major deliverable is complete, the project team will prepare a draft of this deliverable and formally present it to the State. A formal deliverable review process will be agreed on during the Project Preparation phase. Work products will not require a formal review process.

In addition to these deliverables, BearingPoint will work with the State to prepare and deliver a presentation to the Governor and Legislative leadership during January, 2005. The presentation will cover an update on the Business Blue Print project as well as an updated budget for the overall implementation. The Comptroller General will be responsible for organizing meetings with the Governor and the appropriate Legislative leadership.

The following schedule identifies the deliverables that are the outcomes of the activities conducted during the implementation of SAP, and identifies major deliverables and other work products. BearingPoint acknowledges the responsibility for completion and submission of the deliverables identified in the schedule.

DELIVERABLES

Project Phase	Deliverables	Deliverable Type
Project Preparation	▪ Project Charter	Major
	▪ Project Organization Chart	Work Product
	▪ Project Status Meeting Schedule	Major
	▪ Project Management Procedures	Major
	▪ Project Standards and Procedures	Major
	▪ System Landscape Strategy	Major
	▪ Project Team Training Plan	Major
	▪ Project Biweekly Status Reports	Work Product
	▪ Project Templates	Work Product
	▪ Blueprint Workshop Plan and Procedures	Major
Business Blueprint	▪ Project Biweekly Status Reports	Work Product
	▪ Risk Profiles and Action Plan	Major
	▪ Technical Infrastructure Design	Major
	▪ SAP Development Environment	Major
	▪ End-User Training Plan	Major
	▪ Project Communications Plan	Major
	▪ Organizational Structure List	Major
	▪ Business Blueprint Document	Major
	▪ Business Process Master List (BPML)	Work Product
	▪ Technical Design Documents	Major
	▪ Final Project Implementation Plan	Major

The following briefly describes each deliverable, the format of the deliverable, and the headings within that deliverable.

Title:	Project Charter
Description:	The project charter is a collection of documents that, together, establish the foundation of an SAP implementation project by defining its dimensions and completion criteria. In addition, the charter specifies required project management, control structures, and other important factors. It is a collaborative effort between the project manager and the project sponsor, who define a common problem and solution. The project represents an agreement on and commitment to the project's deliverables, as well as its time constraints, resources, standards, and budget. The project charter is essential for managing the expectations of the project's participants.
Format:	Microsoft Word Document
Headings:	<ul style="list-style-type: none"> ▪ Introduction ▪ Mission Statement ▪ Goals and Objectives ▪ Scope ▪ Critical Success Factors ▪ High-Level Project Plan ▪ Detailed Project Plan ▪ Risk Assessment ▪ Phased Approach
Title:	Project Organization Chart
Description:	The project organization chart clearly defines the overall project organization and creates the teams that will manage and execute the project plan. This means that specific roles, project teams, and committees must be defined. Then, qualified individuals are identified and assigned to project teams and committees. During the creation of this deliverable, each individual's strengths, areas of experience, and time available for the project should be considered.
Format:	Microsoft Project Chart/Microsoft Word Descriptions
Headings:	<ul style="list-style-type: none"> ▪ Subject Areas ▪ Roles ▪ Organization Structure ▪ Project Teams
Title:	Project Status Meeting Schedule
Description:	The project status meeting schedule is a schedule of dates, times, and rooms of the project management and steering committee meetings.
Format:	Microsoft Outlook Calendar
Headings:	<ul style="list-style-type: none"> ▪ Meeting Title ▪ Time ▪ Room ▪ Invitees

Title:	Project Management Procedures
Description:	The project management procedures establish the project's basic standards and procedures. Project management will follow these procedures throughout the project. This helps ensure consistency and prevents errors that might require work to be redone. Some of these elements are applicable throughout each phase of the project, while other elements apply will only one specific phase.
Format:	Microsoft Word Document
Headings:	<ul style="list-style-type: none"> ▪ Steering Committee Meeting Schedule ▪ How Change Management Is Handled ▪ Project Monitoring and Status Reporting ▪ Meeting Schedules for Core Team and Extended Project Team ▪ Overall Project Communication Methods and Processes ▪ Project Documentation
Title:	Project Standards and Procedures
Description:	The project standards and procedures establish the project's overall implementation standards and procedures. All team members will work on this document. Technical members of the project team will establish some sections and the business or functional members will establish others. As with project management standards and procedures, it is important to address the implementation standards during Phase 1 to establish clear guidelines and help ensure consistency.
Format:	Microsoft Word Document
Headings:	<ul style="list-style-type: none"> ▪ Configuration Standards ▪ End-User Training and Documentation Strategy ▪ Testing Strategy ▪ Post-Implementation Support Strategy ▪ System Authorization Standards for Project Team ▪ System Problems and Error-Handling Procedures ▪ System Enhancement and Modification Approval Process ▪ Security Standards and Strategy ▪ Configuration Standards Documentation ▪ Development, Reporting, and Interface Specifications ▪ Help Desk Procedures ▪ Knowledge Transfer Process ▪ Issue Management Standards; Registration, Handling, Resolution Process ▪ Client Strategy and Definitions ▪ Workshop Management
Title:	System Landscape Strategy
Description:	The system landscape strategy states the purpose of each SAP system, providing each system with an identifier and establishing a transport route between the systems for the distribution of customizing and development efforts. Clients are then distributed in this landscape. After the system landscape has been defined, an implementation strategy is created for the setup and maintenance of the systems and clients within this landscape.

Format:	Microsoft Word Document
Headings:	<ul style="list-style-type: none"> ▪ System and Landscape Client Diagram ▪ Systems ▪ Clients ▪ Client Refresh Procedures

Title:	Project Team Training Plan
Description:	The purpose of the project team training plan is to create a training plan that will be used to education the State project team during the Finance Business Blueprint. A separate plan will be prepared for each of the other blueprints and during implementation.
Format:	Microsoft Excel Spreadsheet
Headings:	<ul style="list-style-type: none"> ▪ Course Number ▪ Level ▪ Description ▪ Number of Days ▪ Team Member's Name ▪ Scheduled Date ▪ Location ▪ Completed

Title:	Project Biweekly Status Reports
Description:	The project biweekly status report is prepared every 2 weeks over the life of the project. The project manager prepares this report before the project management meetings for discussion at the meeting.
Format:	Microsoft Word Document
Headings:	<ul style="list-style-type: none"> ▪ Summary, Gantt Chart ▪ Summary of Tasks Behind Schedule ▪ Configuration Status ▪ Issue Statement ▪ Major Activities Planned for the Next 2 Weeks

Title:	Project Templates
Description:	Project templates relate to project forms such as the change management request, meeting agenda, minutes, presentations, issue preparation, and development specifications.
Format:	The format will be as relevant to each deliverable mentioned here.
Headings:	N/A

Title:	Blueprint Workshops Plan and Procedures
Description:	The blueprint workshops plan and procedures are a list of workshops required for each team during the Business Blueprint phase.
Format:	Microsoft Word Document

-
- Headings:**
- Workshop Title
 - Date
 - Time
 - Participants
 - Subject/ Description
 - Goals
-

Title: Risk Profiles and Action Plan

Description: The risk profiles and action plan uses the risk assessment results to define the organizational change management risks and, ultimately, the project implementation risks. Implications and suggestions for actions to mitigate the identified risks are also provided to particular stakeholder groups.

Format: Microsoft Word Document

- Headings:**
- Introductory Data
 - Total Risk Score
 - Risk Assessment Component Scores
-

Title: Technical Infrastructure Design

Description: The IT infrastructure document is the primary technical deliverable related to infrastructure. It describes the physical systems that will be created, a front-end management system, and the printing infrastructure and interface topology that will be used for the project.

Format: Microsoft Word Document

- Headings:**
- General Information
 - SAP System and Client Landscape
 - Network Environment
 - System Environment
 - Desktop Environment
 - Imaging
 - Input and Output Devices
-

Title: SAP Development Environment

Description: The purpose of the SAP development environment deliverable is to install and configure the SAP development system. This includes installation of the SAP software and creation of the initial development client(s) so as to allow the functional and technical teams access in support of the Business Blueprint workshops. BearingPoint will lead the installation effort of the SAP software and configuration of the initial development environment and provide for participation from the State team so as to continue the knowledge transfer process.

Format: SAP Development Environment

Headings: N/A

Title:	End-User Training Plan
Description:	The end-user training plan defines an initial training curriculum for the end users. The curriculum defines the needs to be learned, the order in which curriculum training should occur, and who needs to learn it. The plan will also contain class demographic information such as maximum class size, class duration, and the number of classes that will be taught. The curriculum will be continually refined over the training development cycle.
Format:	Microsoft Excel Spreadsheet
Headings:	<ul style="list-style-type: none"> ▪ Job Function ▪ Course Name ▪ Course Duration ▪ Number of Employees
Title:	Organizational Structure List
Description:	The organizational structure list is a generated listing of the organizational elements identified during the organization structure workshop. Because of the system's many integration features, it is important that all business process areas understand, and accept, the final structure. After the organization structure has been approved, the business process definition can begin.
Format:	Microsoft Excel Spreadsheet
Headings:	<ul style="list-style-type: none"> ▪ Level ▪ Organization Structure ▪ Responsibilities ▪ Configuration Dates
Title:	Business Blueprint Document
Description:	<p>The requirements listed in the RFP's functionality matrices are treated as the detailed requirements document. The Business Blueprint document lists the business processes that SAP will replace at go live. The Business Blueprint is the master deliverable/document that serves as the basis for the entire project. It contains the design of the proposed solution and implications for the business' current processes. It also details any functional deficits between business process requirements and the SAP functionality and proposes business process changes, functional workaround, or custom development to fulfill that business process requirement. The deliverable communicates the new business solution and expected changes to the business, including:</p> <ul style="list-style-type: none"> ▪ The proposed integrated business processes ▪ Associated function definitions ▪ New organizational structures ▪ Reference to the original business requirements (phasing of their realization where appropriate) ▪ Expected impact on the business
Format:	Microsoft Word Document
Headings:	<p>For each business process, the following information is provided:</p> <ul style="list-style-type: none"> ▪ Requirements/Expectations ▪ General Explanations ▪ Explanations of Functions and Events

-
- Special Organizational Considerations
 - Business Model
 - Changes to Existing Organization
 - Description of Improvements
 - Descriptions of Functional Deficits
 - System Configuration Considerations
 - File Conversion Considerations
 - Interface Considerations
 - Reporting Considerations
 - Authorization Considerations
-

Title: Business Process Master List

Description: The business process master list (BPML) is a standard ASAP output generated for the entire project and broken down by functional module or team. This document will indicate the scope of implementation, configuration, development, testing, and training.

Format: Microsoft Excel Worksheet

Headings: N/A

Title: Technical Design Documents

Description: In the Business Blueprint phase, this design document must cover only a high-level description of the requirement in terms of the business process that it supports. Later, as the Realization phase of the project progresses, the functional teams and the application development team work together to add details of program logic, data selection, screen layouts, error handling routines, security considerations, and the like, until the development object is ready for testing.

The technical design documents are detailed functional and technical specification documents for any custom programming. Functional requirements may be for:

- Data conversions. Migration of data from legacy systems will typically include master data such as account codes and vendors as well as transaction data such as open invoices and open encumbrances.
- Interfaces. Exchange of data with processes that are running on systems other than SAP—in-bound and out-bound.
- Reports. Reports other than those delivered standard in the SAP system, or modifications of standard reports.
- Forms. SAP script layouts for printed output such as checks, account statements, or dunning letters.

Format: Microsoft Word Document

Headings: For each custom programming need, the following information is provided:

- Requirements/Expectations
 - General Explanations
 - Program Logic
 - Data Selection
 - Screen Layouts
-

-
- Error Handling Routines
 - Security Considerations
-

Title: Final Project Implementation Plan

Description: The final project implementation plan provides project management with a workplan, a resource plan, and a budget plan. These plans identify all the project activities and tasks as well as their estimated duration. Each task is assigned the specific resources required to accomplish it. The plan will also address relative timing for resources. Some resources are required on a full-time basis throughout the entire project, while other resources are only required for a defined period.

Format: Microsoft Project File

Headings:

- Task Name
- Duration
- Start Date
- End Date
- Resource Names
- Rates
- FTEs
- Hour Assignments

PROJECT HOURS

This section describes the estimated level of effort needed to complete the Business Blueprint. The BearingPoint resources identified below are planned to roll onto and off of the project over the planned 6-month period effort. Resources planned to be retained on the Finance Business Blueprint project for the duration are denoted by an '*'.

Resource	Hours
Project Director	204
Project Manager *	816
Change Management Lead *	816
Technical Manager *	816
Technical / BASIS / Security	408
Business Warehouse	544
Finance Lead *	816
FM / Budget *	816
Treasury Management	680

Resource	Hours
General Ledger/Accounts Payable	544
Controlling	544
Project Systems	544
Materials Management Lead *	816
Procurement *	816
Inventory Management	408
Project Totals	9,588

The following chart summarizes the above hours by functional area.

Area	Hours
Project Management	1,020
Change Management	816
Technology	1,224
Business Warehouse	544
Finance	3,944
Materials Management	2,040
Project Totals	9,588

The total cost for execution of the Finance Business Blueprint under a fixed price agreement will be \$1,875,000. This amount does not include the cost for enrolling the State project team in SAP education courses. The courses are shown below with the current SAP registration cost per student for the course held at an SAP education center. Also shown is an estimate of the course cost for each class session, should the State decide to hold the course onsite. The cost for conducting the course onsite will vary based on the course type and length of the course. BearingPoint will assist the State with identifying the appropriate breakeven analysis with the courses based on the number of expected participants, estimated costs for participant travel versus the estimated cost for conducting the course onsite.

BearingPoint will invoice the State of South Carolina – Division of the State CIO on a semi-monthly basis for services rendered relating to the Financial Business Blueprint. The sum total of the professional services of this Statement of Work will not exceed the fixed priced identified above without an agreed upon change order.

Course	Description	Student Registration	Onsite Cost
SAP01	SAP R/3 Overview	\$1,500	\$15,350 ¹
SAPTEC	SAP NetWeaver: Fundamentals of the Application Platform	\$1,500	\$15,350 ¹
WNAPSF	Financial Accounting for Public Service (4.7)	\$2,750	\$23,850 ¹
PLM200	Project Management	\$1,575	\$15,350 ¹
CFM030	Corporate Financial Management	\$1,650	\$16,850 ¹
SCM500	Processes in Procurement	\$2,625	\$21,350 ¹
LO140	Processes in Logistics Execution	\$1,575	\$15,350 ¹
SRM200	Enterprise Buyer Overview	\$1,100	\$13,350 ¹
BC400	ABAP Workbench Basics	\$2,625	\$21,350 ¹
ADM100	mySAP Technology Administration	\$3,250	\$23,200 ²
BIT600	SAP WebFlow - Concepts, Inboxes, Reporting and Template Usage	\$1,050	\$12,350 ¹
ADM940	SAP Authorization Concept	\$1,575	\$15,200 ²
SMI310	SAP Solution Manager	\$1,650	\$15,350 ¹
WUS920	IS-PS US Fund Accounting Workshop	\$1,100	\$13,350 ¹

¹ course estimated with max class size of 24

² course estimated with max class size of 10

VIII. APPROVALS

The signatories hereunder warrant and declare that they are duly authorized to execute this SOW by virtue of their position and title and are signing on behalf of their respective entity by virtue and strength thereof, or of resolution duly considered and passed by a duly authorized and constituted authority or body of their respective entity, and that, furthermore, it is stipulated and agreed by the parties that this SOW shall be binding upon their respective entity, officers, employees, agents affiliated organizations, shareholders, and their heirs, successors and assigns of each.

BEARINGPOINT, INC.

Timothy V. Perkins
Authorized Signature

Timothy V. Perkins
Print Name

Managing Director
Title

Date

OFFICE OF THE COMPTROLLER GENERAL

Nathan Kraminski, Jr.
Authorized Signature

Nathan Kraminski, Jr.
Print Name

Chief of Staff
Title

June 30, 2004
Date

**BUDGET AND CONTROL BOARD –
DIVISION OF THE STATE CIO**

Lawrence A. Johnson
Authorized Signature

Lawrence A. Johnson
Print Name

Interim Chief Information Office
Title

30 June, 2004
Date

APPENDIX I

LISTING OF PROPOSED WORKSHOPS

The following listing identifies the functional area and suggested workshop topics. The workshop topics may be covered individually within a workshop or combined with other workshop topics for the functional area based on time required. Specific workshops and the topics to be included will be finalized and published by the project team.

Functional Area	Workshop Topics
System Administration	<ul style="list-style-type: none">▪ Security▪ Accessibility (508 requirements)
Organization Hierarchy	<ul style="list-style-type: none">▪ Purchasing Groups▪ Business Area▪ Controlling Area▪ Funds Management Area
General Ledger	<ul style="list-style-type: none">▪ GL Accounts▪ Journal Entries▪ Special Purpose Ledger▪ Workflow▪ Reporting

Functional Area	Workshop Topics
Accounts Receivable	<ul style="list-style-type: none"> ▪ Customers ▪ Invoicing ▪ Inter/Intra-Agency Billing ▪ Aging ▪ Interest Calculation and Late Fees ▪ Cash Receipts (including electronic receipts) ▪ Lock Boxes ▪ Dunning Notices ▪ Write-offs ▪ Imaging ▪ Reporting
Accounts Payable	<ul style="list-style-type: none"> ▪ Invoice Types ▪ Credit Memos ▪ Matching Requirements ▪ Payment Terms ▪ Imaging ▪ Workflow ▪ Reporting
Asset Accounting	<ul style="list-style-type: none"> ▪ Asset Classes ▪ Asset Master/Sub-assets ▪ Acquisition ▪ Disposal ▪ Transfers ▪ Depreciation ▪ Inventoried ▪ Workflow ▪ Reporting

Functional Area	Workshop Topics
Funds Management (Budgetary Controls)	<ul style="list-style-type: none"> ▪ Master Data ▪ Fund Distributions ▪ Budget Supplements/Transfers ▪ Budget Distribution ▪ Availability Control ▪ Reporting
Controlling (Cost Accounting)	<ul style="list-style-type: none"> ▪ Master Data ▪ Allocations ▪ Cost Center Planning ▪ Reporting
Grants Management	<ul style="list-style-type: none"> ▪ Grantee/Grantor/Subrecipient ▪ Grant Application ▪ Grant Award ▪ Grant Accounting ▪ Drawdowns ▪ Grant Closeout ▪ Schedule of Federal Financial Assistance ▪ Imaging ▪ Workflow ▪ Reporting
Project Accounting	<ul style="list-style-type: none"> ▪ Project Funding/Structures ▪ Project Accounting ▪ Project Close ▪ Imaging ▪ Workflow ▪ Reporting

Functional Area	Workshop Topics
CAFR Year-end Close	<ul style="list-style-type: none"> • CAFR Preparation • Appropriation Lapse • Budget Carryforward • Encumbrance Rollover • Audit Adjustments • Reporting
Purchase Requisition	<ul style="list-style-type: none"> • Purchase Authority • Services v. Supplies • Restricted Commodities • Workflow • Reporting
Invitations to Bid	<ul style="list-style-type: none"> • State Procurement Requirements • Bid Issuance • E-procurement • Bid Tracking/Processing • Source of Supply • Workflow • Reporting
Purchase Orders	<ul style="list-style-type: none"> • Vendor Master • MBE/WBE Requirements and Reporting • Agency Purchase Orders • Contracts (Issuance and Administration) • Central Purchase Orders • Procurement Card • Encumbrance Tracking • Communication Methods • Imaging • Workflow • Reporting

Functional Area	Workshop Topics
Inventory Management	▪ Material Master
	▪ Goods Movement
	▪ Valuation
	▪ Physical Inventories
	▪ Workflow
	▪ Reporting
Treasury Management	▪ Cash Management
	▪ Check Issuance
	▪ Banking
	▪ Investments
	▪ Debt Management
	▪ Imaging
	▪ Workflow
	▪ Reporting